

Table of Contents

Introduction	vii
Acknowledgmentsxi
Article Matrix	xii
“High-Reliability Health Care: Getting There from Here,” Mark R. Chassin and Jerod M. Loeb	xv
 Second-Edition Articles	 1
 A Leadership Framework for Culture Change in Health Care	 3
Jeffrey S. Rose, MD; Clarence S. Thomas, MD; Anthony Tersigni, EdD; J. Bryan Sexton, PhD; David Pryor, MD	
 Creating a Fair and Just Culture: One Institution’s Path Toward Organizational Change	 13
Maureen Connor, RN, MPH; Deborah Duncombe, MHP; Emily Barclay, MPH, SPHR; Sylvia Bartel, RPh, MHP; Charles Borden, MBA; Elizabeth Gross, MS, CIH; Carol Miller, MEd, CAES; Patricia Reid Ponte, RN, DNSc, FAAN	
 A Survey of the Impact of Disruptive Behaviors and Communication Defects on Patient Safety	 21
Alan H. Rosenstein, MD, MBA; Michelle O’Daniel, MHA, MSG	
 Implementing a Patient Safety and Quality Program Across Two Merged Pediatric Institutions	 29
Erika Abramson, MD; Daniel Hyman, MD, MMM; S. Nena Osorio, MD; Rainu Kaushal, MD, MPH	
 Using Patient Safety Morbidity and Mortality Conferences to Promote Transparency and a Culture of Safety	 37
Marilyn K. Szekendi, PhD, RN; Cynthia Barnard, MBA, MSJS, CPHQ; Julie Creamer, MS, RN; Gary A. Noskin, MD	
 Patient Safety Climate in Hospitals: Act Locally on Variation Across Units	 47
Eric G. Campbell, PhD; Sara Singer, PhD; Barrett T. Kitch, MD, MPH; Lisa I. Iezzoni, MD, MSc; Gregg S. Meyer, MD	
 Professionalism: A Necessary Ingredient in a Culture of Safety	 57
Erin DuPree, MD; Rebecca Anderson, MPH; Mary Dee McEvoy, PhD, RN, NEA-BC; Michael Brodman, MD	
 Professionals Promoting Professionalism	 67
James W. Pichert, PhD; Ilene N. Moore, MD, JD; Gerald B. Hickson, MD	

Patient Safety Reporting Systems: Sustained Quality Improvement Using a Multidisciplinary Team and “Good Catch” Awards	69
Kurt R. Herzer, MSc; Meredith Mirrer, MHS; Yanjun Xie, BA; Jochen Steppan, MD; Matthew Li, BA; Clinton Jung, BS; Renee Cover, RN, BSN; Peter A. Doyle, PhD; Lynette J. Mark, MD	
Using Four-Phased Unit-Based Patient Safety Walkrounds to Uncover Correctable System Flaws	79
April M. Taylor, MS, MHA, CPHQ; John Chuo, MD, MS; Ana Figueroa-Altmann, MSN, RN, DM(c); Susan DiTaranto, MHA, RN; Kathy N. Shaw, MD, MSCE	
An Intervention Model That Promotes Accountability: Peer Messengers and Patient/Family Complaints	91
James W. Pichert, PhD; Ilene N. Moore, MD, JD; Jan Karrass, MBA, PhD; Jeffrey S. Jay, JD; Margaret W. Westlake, MLS; Thomas F. Catron, PhD; Gerald B. Hickson, MD	
Development of a Professionalism Committee Approach to Address Unprofessional Medical Staff Behavior at an Academic Medical Center	113
Rebecca M. Speck, PhD, MPH; Jody J. Foster, MD, MBA; Victoria A. Mulhern; Sean V. Burke, JD; Patricia G. Sullivan, PhD; Lee A. Fleisher, MD	
Instituting a Culture of Professionalism: The Establishment of a Center for Professionalism and Peer Support	121
Jo Shapiro, MD, FACS; Anthony Whittemore, MD, FACS; Lawrence C. Tsen, MD	
“SWARMing” to Improve Patient Care: A Novel Approach to Root Cause Analysis . . .	133
Jing Li, MD, MS; Bernard Boulanger, MD, MBA, FACS; Jeff Norton, BSME, MSME; Audrey Yates, MSIE, SSBB; Colleen H. Swartz, DNP, DrPH; Ann Smith, MPA; Paula J. Holbrook, RN, BHS, JD, CPHRM; Mary Moore, RN, BSN, CPPS; Barbara Latham, RN, MSN, CHCQM; Mark V. Williams, MD	
Breaking Through Dangerous Silence to Tap an Organization’s Richest Source of Information: Its Own Staff.	145
Richard C. Boothman, JD	
Engaging Frontline Leaders and Staff in Real-Time Improvement.	149
Jennifer Phillips, MMC; Linda J. Hebish, MBA; Sharon Mann, RN, MS, NEA-BC; Joan M. Ching, RN, MN, CPHQ; C. Craig Blackmore, MD, MPH	
Using Coworker Observations to Promote Accountability for Disrespectful and Unsafe Behaviors by Physicians and Advanced Practice Professionals.	163
Lynn E. Webb, PhD; Roger R. Dmochowski, MD; Ilene N. Moore, MD, JD; James W. Pichert, PhD; Thomas F. Catron, PhD; Michelle Troyer, BSc; William Martinez, MD, MS; William O. Cooper, MD, MPH; Gerald B. Hickson, MD	

Classic First-Edition Articles	181
Senior Executive Adopt-a-Work Unit: A Model for Safety Improvement	183
Peter J. Pronovost, MD, PhD; Brad Weast, MHA; Kate Bishop, MHA; Lore Paine, MSN; Richard Griffith, MHA; Beryl J. Rosenstein, MD; Richard P. Kidwell, JD; Karen B. Haller, PhD, RN; Richard Davis, PhD	
Implementing a Hospitalwide Patient Safety Program for Cultural Change	193
Max M. Cohen, MD, MHSA; Nancy L. Kimmel, RPh; M. Kathleen Benage, RN; Cuong C. Hoang; Thomas E. Burroughs, PhD; Carolyn A. Roth, RN, JD	
Patient Safety Leadership WalkRounds™ at Partners HealthCare: Learning from Implementation	201
Allan Frankel, MD; Sarah Pratt Grillo, MHA; Erin Graydon Baker; Camilla Neppi Huber; Susan Abookire, MD; Marianne Grenham; Pam Console; Mary O'Quinn; George Thibault, MD; Tejal K. Gandhi, MD	
Closing the Loop: Follow-Up and Feedback in a Patient Safety Program	215
Tejal K. Gandhi, MD, MPH; Erin Graydon-Baker, MS, RRT; Camilla Neppi Huber; Anthony D. Whittemore, MD; Michael Gustafson, MD, MBA	
Building and Sustaining a Systemwide Culture of Safety	223
Gary R. Yates, MD; David L. Bernd; Shannon M. Sayles, RN, MA; Carole A. Stockmeier; Gene Burke, MD; Gregory E. Merti, MD, MMM	
Index	229